9/2/87 C2175-1

THE CHRONICLE
of Higher Education.

ISSN 0009-5982

September 2, 1987 • $1.95
Volume XXXIV, Number 1

News Summary

For the convenience of readers, *The Chronicle* is now published in two sections. Section 2, containing Opinion articles and Bulletin Board notices, may be pulled out of Section 1.

Articles on inside pages

A scientist at Montana State University has been chastised for testing a genetically altered bacterium without approval. Story on Page A15.

Cross-national studies are becoming increasingly prominent in sociological research. Story on Page A15.

Community colleges in California are embroiled in a statewide fight over governance and academic standards. Story on Page A59.

Intrusion by the states into higher education is rising, says the president of the Education Commission of the States. Story on Page A59.

A government report on the relative costs of public and private higher education has angered private-college leaders. Story on Page A59.

Campus sports officials have assailed a decision permitting ineligible college athletes to play professional football. Story on Page A98.

The murder of five students and five professors in Colombia signals a major escalation of political confrontation there. Story on Page A110.

ALSO IN THIS ISSUE

Architecture	B6-9
Athletics	A92-99
Books	A21-25, A46
Bulletin Board	B11-68
Coming Events	A118-126
Computers	A38-42
Deadlines	A126-127
Deaths	A117-118
Fact-File	A76
Fellowships	A23
Gazette	A114-117
Government & Politics	A52-69
Grants	A78
Ideas	A44
International	A100-113
Opinion & Letters	B1-10
Personal & Professional	A28-46
Philanthropy	A72-79
Scholarship	A6-27
Students	A80-86

THE YEAR AHEAD

"Evidence is accumulating around the world that greatly increased access to higher education is coming at a tremendous price: a severe and pervasive decline in academic quality."

See International Section, Page A100

Scientific sights will be trained this year on both the distant and the near—from light-years away to inside the human body. **A6**

Barriers are coming down in the humanities and social sciences. **A6**

A wave of curricular reform, stressing interdisciplinary connections, is reshaping higher education. **A28**

A push for more flexibility in higher education's leading pension firms may come to a showdown. **A28**

Training of schoolteachers will be in the spotlight as school reform focuses on the classroom. **A48**

Governors, legislators, and other leaders have high expectations for public colleges and universities. **A52**

HARVARD UNIVERSITY: JOE WRINN

More than any other recent Presidential campaign, the already brewing 1988 race for the White House is expected to focus heavily on education. **A52**

Twenty-five years after James Meredith became the first black to enroll at the University of Mississippi, the outlook for minorities in higher education is bleak. **A88**

More colleges and universities than ever before are conducting capital campaigns to finance everything from faculty salaries to new equipment and academic programs. **A72**

The influence of conservative foundations is increasing. **A72**

Disparities between rich and poor students are growing, changing the tenor of campus life. **A80**

Conservative student activists will focus on domestic and international politics, while students on the left will be more concerned with issues on their campuses. **A80**

College presidents are deeply divided over how to scale back big-time sports programs—or whether they should be curtailed at all. **A92**

Many Americans Think College Costs Much More than It Actually Does, a Chronicle Survey Finds

By JEAN EVANGELAUF

While most Americans are worried about spiraling tuition, many either think higher education is more expensive than it actually is or have no idea of its cost.

A *Chronicle* survey of public opinion about the price and quality of higher education also found that:

► Seven in ten Americans believe the quality of a college education is getting better or staying the same, while only two in ten think it is getting worse.

► Some 52 per cent rate the financial condition of colleges fair or poor and 36 per cent consider it good or excellent.

► Six in ten say students or parents should bear most of the costs of college, while two in ten believe the states or the federal government should assume the burden.

► Despite widespread media attention to scandals in college sports, few people believe that either cheating in intercollegiate athletics or overemphasizing big-time sports is among the most serious problems confronting colleges.

The survey results show that in the debate about college costs, the public does not agree with Education Secretary William J. Bennett's view that greed and the availability of student aid have prompted colleges to raise tuition faster than the cost of living for each of the last seven years.

Asked to list three reasons why they thought costs had risen in recent years, 35 per cent of the respondents cited faculty and staff salary increases, 34 per cent cited inflation, and 30 per cent cited the increased costs of facilities and equipment—all reasons that are frequently given by the colleges themselves. Only 5 per cent said colleges had raised tuition because they were greedy or were poorly managed, and just 2 per cent said costs had risen because colleges could count on federal student aid to minimize the increase.

To gauge people's awareness of college costs, the survey asked them to give their best estimate of the average cost of a year at college, including tuition and fees, room and board, books and supplies, transportation, and personal expenses, and to estimate what they thought the average family was willing to pay for college.

They placed the average cost at a private, four-year college or university at $13,400, with one in five saying it was $20,000 or more. A typical family, they said, would be willing to pay $9,610. According to the College Board, which annually compiles college data on the subject, total costs at a private four-year college for a student who lives in campus housing average $11,982 for the 1987-88 academic year.

Asked about costs at a public, four-year college or university,

Continued on Page A70

Misconceptions of College Costs

	Public's "guesstimate"	Actual cost
Private 4-year institutions	$13,400	$11,982
Public 4-year institutions	9,120	5,789
Public 2-year institutions	4,500	3,889

Note: Estimates are from the Chronicle survey of public opinion. Actual costs are 1987-88 averages reported by the College Board for resident students at 4-year institutions and commuter students at 2-year colleges.

Your students may need new financing options this fall . . .

Look into ConSern: The Student Loan Program

This exciting new student loan program

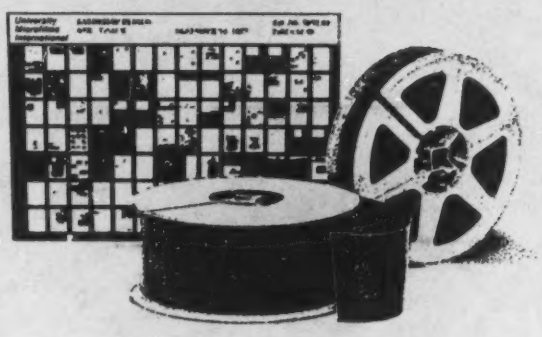
- Provides supplemental aid of up to $15,000 per year
- Bases loan approval on the borrower's *credit-worthiness,* thus providing financial aid to borrowers who do not qualify for government-sponsored loans
- Features low interest rates and long payback terms (deferred principal during the in-school period, up to 12 years to repay)
- Processes loan *fast* (there's no red tape)
- Picks up where other loan programs leave off

ConSern: The Student Loan Program — offered by a private, non-profit organization as a service to higher education. We have no shareholders and pay no dividends. This program is designed specifically to help colleges provide supplemental aid in today's post-Reauthorization climate.

ConSern The Student Loan Program

Call today: 1-800-331-5811 or (202) 234-2985
1717 Massachusetts Avenue, NW Washington, D.C. 20036

The Chronicle is available in microform



Please send me additional information.

Name _____
Institution _____
Street _____
City _____
State _____ Zip _____

University Microfilms International
300 North Zeeb Road
Dept. P.R.
Ann Arbor, MI 48106
U.S.A.

30-32 Mortimer Street
Dept. P.R.
London W1N 7RA
England

Many Overestimate Costs of College, Survey Finds

Continued from Page A1

the public put the average at $9,120 and said the typical family was willing to pay $6,120. The cost estimate was substantially above the College Board figure of $5,789 for a resident student.

The public was much closer to the mark on costs at public, two-year colleges, estimating them at $4,500 and saying the average family was willing to pay $3,360. The actual cost for a student who lives at home and commutes to college is $3,889. (Because of insufficient data, the College Board did not calculate costs for the relatively few community-college students who live on campus.)

Many Unable to Guess

Many people were not even able to guess about college costs and a family's willingness to meet them; at least one in four answered "Don't know" to each of the cost questions.

The telephone survey was conducted for *The Chronicle* by SRI Gallup, a division of SRI Research Center, a market-research company based in Lincoln, Neb. It covered a random sample of 1,000 adults and was proportional to the U.S. population by age, sex, and geographic area. The margin of sampling error is plus or minus 3.1 percentage points at a 95-per-cent level of confidence.

Some Striking Differences

Asked who should bear the primary responsibility for college costs, 36 per cent named students, 23 per cent named parents, 13 per cent named the state government, and 9 per cent named the federal government. However, those average figures mask some striking differences of opinion on who should pay for college among people of different ages, men and women, and those with different educational backgrounds.

Older people were more likely than younger people to put the responsibility on parents. Among those aged 45 to 54, for example, 33 per cent said students should pay and 30 per cent said parents should, while among those between the ages of 18 and 24, 37 per cent said students should pay and 17 per cent said parents should.

Among college graduates, 42 per cent thought students had the major responsibility, while only 16 per cent said parents do. Among those with a high-school diploma or less, the gap was narrower: 32 per cent named students and 27 per cent named parents. Among men, 42 per cent placed the responsibility on students and 16 per cent on parents; among women, the figures were 31 per cent and 29 per cent, respectively.

Drug Abuse a Problem

While the survey results show that, over all, the public considers student abuse of alcohol and other drugs an important problem, people who did not attend college and women are more likely to consider it a serious one. Asked specifically about the problem on college campuses today, 74 per cent of those with a high-school education or less said it was important, while only 37 per cent of college graduates agreed. By sex, 66 per cent of the women and 55 per cent of the men rated it important.

The public does not believe racial incidents pose a major concern for colleges: Fewer than one in four considered them an important problem.

CHRONICLE SURVEY

What the Public Thinks About Higher Education

What are the biggest problems facing colleges today?

Not enough money	32%	Too much emphasis on "big-time" sports	2%
Student attitude or drug problems	23%	Poor facilities	1%
Poor quality of academic programs	22%	Not enough public or government support	1%
Tuition is too high	12%	Cheating in intercollegiate athletics	1%
Enrollment is declining	6%	Other	18%
Not enough student financial aid	5%	Don't know	13%
Students are not prepared	5%		

Note: Respondents could give 3 answers.

How important are these problems facing colleges today?

	Important	Somewhat important	Not important
Too-high tuition	68%	17%	10%
Not enough money	65%	17%	13%
Abuse of alcohol or other drugs by students	61%	21%	15%
Not enough student financial aid	56%	22%	15%
Not enough good professors	48%	25%	17%
Too much emphasis on "big-time" sports	52%	22%	23%
Cheating in intercollegiate athletics	47%	23%	21%
Poor quality of academic programs	36%	31%	25%
Racial incidents	22%	25%	47%

Note: "Don't know" answers omitted.

Why do you think college tuition is rising?

Salary increases	35%
Inflation	34%
Additional costs of facilities and equipment	30%
Loss of government aid	7%
Colleges' greed or poor management	5%
Fewer students, so greater cost per student	3%
Need to improve educational quality	2%
Availability of government aid to students	2%
Other	13%
Don't know	18%

Note: Respondents could give 3 answers.

Who should bear most of the costs of college?

Students	36%
Parents	23%
State government	13%
Federal government	9%
Taxpayers	3%
Colleges	1%
Both parents and students	1%
Other	4%
Don't know	10%

How do you rate the financial situation of colleges?

Excellent	5%
Good	31%
Fair	37%
Poor	15%
Don't know	13%

How do you rate the quality of a college education?

Getting better	38%
Staying the same	33%
Getting worse	20%
Don't know	9%

If you believe the quality is getting better, why specifically do you say that?

Curriculum is better	31%
Improved faculty quality	24%
Better student quality	22%
Improved technology or facilities	16%
Students can obtain better jobs	10%

Note: Respondents could name two reasons; the top five are reported.

If you believe the quality is getting worse, why specifically do you say that?

Poorly prepared students	34%
Lower faculty quality	19%
Lower educational standards	17%
Problems with moral values of students	16%
Costs increasing too much	5%

Note: Respondents could name two reasons; the top five are reported.

What do you think a year at a private 4-year college or university costs?

$20,000 and above	19%
$15,000-$19,999	12%
$11,000-$14,999	12%
$8,000-$10,999	16%
$5,000-$7,999	9%
Up to $5,000	3%
Don't know	28%
Average	**$13,400**

What do you think the average family is willing to pay for a year at a private 4-year college?

$20,000 and above	9%
$15,000-$19,999	4%
$11,000-$14,999	4%
$8,000-$10,999	16%
$5,000-$7,999	17%
Up to $5,000	13%
Don't know	36%
Average	**$9,610**

What do you think a year at a public 2-year college costs?

$10,000 and above	6%
$7,000-$9,999	5%
$5,000-$6,999	13%
$3,000-$4,999	15%
$2,000-$2,999	14%
Up to $2,000	16%
Don't know	30%
Average	**$4,500**

What do you think the average family is willing to pay for a year at a public 2-year college?

$10,000 and above	2%
$7,000-$9,999	2%
$5,000-$6,999	7%
$3,000-$4,999	15%
$2,000-$2,999	15%
Up to $2,000	23%
Don't know	33%
Average	**$3,360**

What do you think a year at a public 4-year college or university costs?

$20,000 and above	7%
$12,000-$19,999	7%
$8,000-$11,999	21%
$6,000-$7,999	12%
$4,000-$5,999	17%
Up to $4,000	9%
Don't know	24%
Average	**$8,120**

What do you think the average family is willing to pay for a year at a public 4-year college?

$20,000 and above	2%
$12,000-$19,999	2%
$8,000-$11,999	10%
$6,000-$7,999	6%
$4,000-$5,999	21%
Up to $4,000	23%
Don't know	33%
Average	**$6,120**

How the survey was done: This public-opinion poll was conducted by telephone during the month of June by SRI Gallup, a division of SRI Research Center, a market-research company based in Lincoln, Neb. It covered a random sample of 1,000 adult heads of household and was proportional to the U.S. population by age, sex, and geographic area. The margin of sampling error is plus or minus 3.1 percentage points at a 95-per-cent level of confidence.

Note: Figures may not total 100 per cent because of rounding or because respondents could give more than one answer.

Give & Take

Big gifts will be the big story in fund raising in the year ahead, predicts Arthur C. Frantzreb, a consultant in philanthropy.

Gifts to colleges and universities of $1-million or more can be counted on to increase substantially in number this year, says Mr. Frantzreb, who has been tracking major-gift activity for several years. He identified 207 gifts to charity of $1-million or more in the second quarter of 1987, up from 138 in the same period a year earlier. His listings are based on published reports, he notes, and represent only about half of all major gifts.

Why will the trend continue? Greater sophistication in the marketing of "gift opportunities" by non-profit organizations, says Mr. Frantzreb, and growth in the charitable inclinations of Americans.

"Donors are more generous because they have more confidence in the organizations they care about," he says. "Those institutions have been trying to carefully design their destiny and determine what it will cost to achieve, and their supporters are willing to help insure that destiny. And that goes for the small donors as well as the big ones."

•

The unveiling of a program of grants by the Howard Hughes Medical Institute is one of the major developments in foundation philanthropy that grant-seekers are looking forward to this year.

While final details of the plan will not be announced until later in the fall, its general outline can be reported now. The program will comprise three major components: grants to colleges and universities to strengthen undergraduate education in science; fellowships; and support for distinguished research institutions and organizations.

The Hughes Institute, the world's wealthiest research organization, is anticipating spending spend $40-million on the program in the year ahead. It was developed under the terms of a settlement reached by the institute in a long-standing dispute over its tax status with the Internal Revenue Service.

•

A postage stamp in recognition of philanthropy could become a reality in the coming year.

The Citizen's Stamp Advisory Committee has put the proposal on the agenda for its September meeting "without even being asked to do so," says Milton J. Murray, director of philanthropic services for Seventh-Day Adventist institutions and the coordinator of a drive to win a philanthropy stamp.

"I believe that momentum is building," he says.

Earlier efforts to win approval for the stamp were unsuccessful.

Mr. Murray is urging the committee to introduce the philanthropy stamp in 1990 to mark the centennial of the formation at Yale University of the first alumni annual fund in higher education.

THE YEAR AHEAD: Philanthropy

Fund Drives Get Bigger, Broader: 65 College Goals Top $100-Million

By ANNE LOWREY BAILEY

THE YEAR OF THE CAPITAL CAMPAIGN: That's how college officials and fund-raising consultants view the 1987-88 academic year.

Far more colleges than ever before will turn to capital campaigns in their efforts to finance everything from student aid and faculty salaries to new equipment, buildings, and academic programs.

In the process, they will pursue fund-raising goals that would have been unimaginable a few years ago. For example:

► Some 40 U.S. colleges and universities are racing to raise $100-million or more, and at least 25 others are planning such campaigns.

► At least 100 colleges are seeking $15- to $100-million.

► Hundreds of colleges are running capital campaigns with goals of under $15-million.

Just one year ago, college fund raisers were deeply worried that the Tax Reform Act of 1986, then taking its final shape, would hurt donations to their institutions. But so far, most have seen almost no impact on giving, or on their plans to launch capital campaigns.

"A sense of optimism about raising funds for higher education has replaced the panic that was everywhere in this field a year ago," says George A. Brakeley, III, executive vice-president of Brakeley, John Price Jones, a consulting company.

Surveys of current campaign activity conducted by his company, according to Mr. Brakeley, have found nothing to suggest a slowdown in donor support for large-scale fund-raising efforts.

For their part, college fund raisers are bullish about their prospects for the year ahead.

"I'm raising a million a week," says Paul A. Franz, vice-president for development at Lehigh University, which is conducting a two-year campaign to raise $89-million. "If it's going to be a world of haves and have-nots, we sure intend to be among the haves."

BESIDES the number of institutions trying to raise record amounts, veteran college fund raisers and consultants say capital-campaign activity this year will be precedent-setting for other reasons, as well:

► New, sophisticated fund-raising techniques will change the way campaigns are run.

► The scope of campaigns will continue to widen, with many colleges raising money not just for capital projects, but also for current operations, endowment, and a host of big-ticket items.

► The intervals between campaigns will get shorter.

Above all, they say, goals will continue to soar, and far more money will be raised.

"Stanford raised everyone's sights," said one fund raiser of that university's $1.1-billion campaign. The drive, officially announced in February, has raised $400-million to date.

MOST MAJOR PRIVATE UNIVERSITIES are now preparing for, in the middle of, or finishing up capital campaigns. Experts say the "finishing up" goes on for two or three years after the conclusion of a campaign—about how long it takes for major pledges to be paid off.

In the spring, the University of Notre Dame began a

Conservative Foundations to Turn Attention to Philanthropy Itself

By PAUL DESRUISSEAUX

Conservative foundations have earned a reputation for aggressive use of their philanthropic resources to generate ideas and influence thinking on a range of public-policy issues. In the year ahead, however, they will turn some of their attention to efforts to shape the debate in another area of concern to them: foundation philanthropy itself.

"When it comes to discussing many of the issues in which foundations are involved, the kind of perspectives that most people would refer to as 'conservative' just don't get an airing," says Leslie Lenkowsky. "We want to change that."

Mr. Lenkowsky is president of the Institute for Educational Affairs, an organization he describes as "the conservative interest group in the philanthropic world." Now based in Washington, the 10-year-old institute was formed and financed by foundations and corporations to design and coordinate programs that would stimulate interest in conservative ideas.

Among other things, the institute has played a prominent role in the development of a network of conservative student newspapers at some three dozen colleges and universities across the country, including all of the Ivy League institutions.

Last spring Mr. Lenkowsky announced the formation of a new program of the institute: the Philanthropic Roundtable. While some observers say they expect it to serve

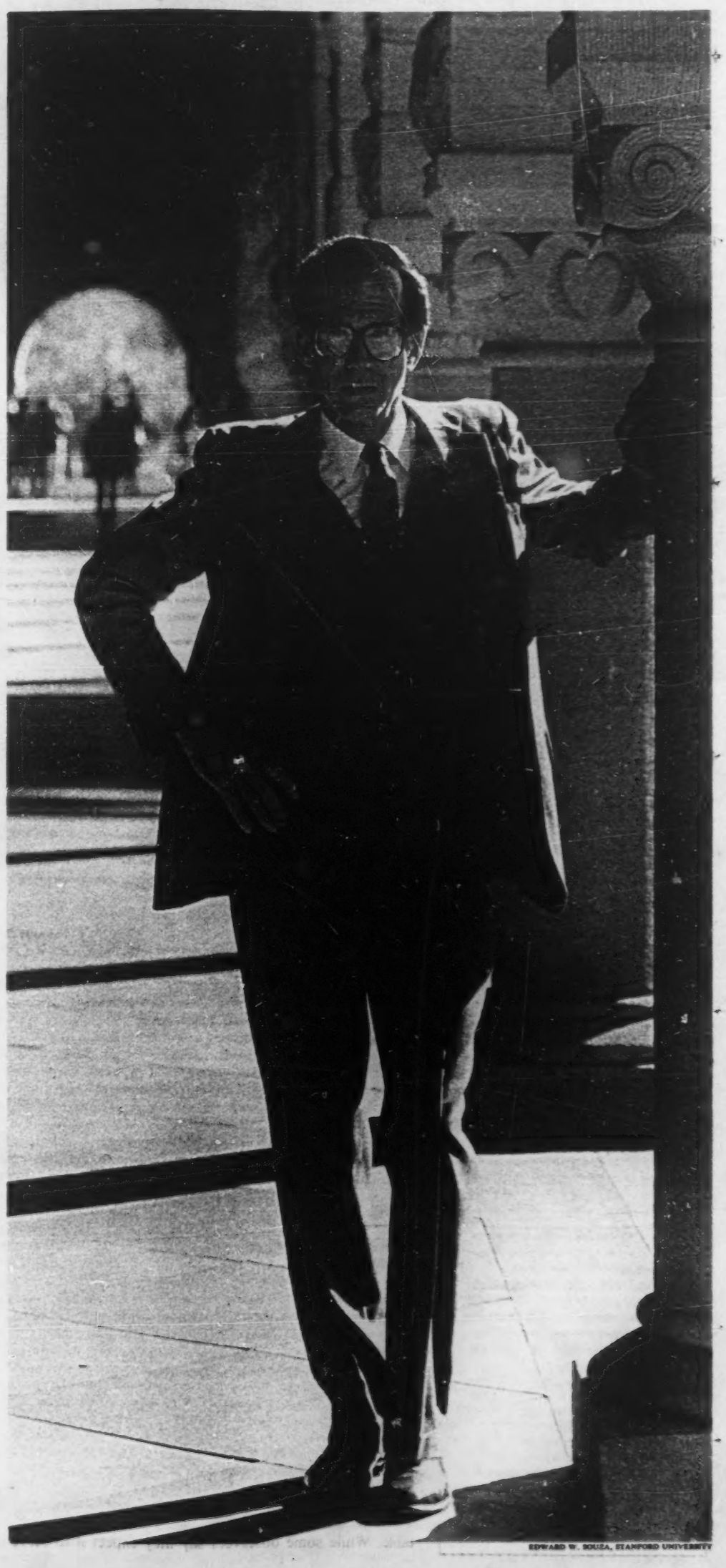
PHOTOGRAPH FOR THE CHRONICLE BY IAN EITNER

Leslie Lenkowsky: "The kind of perspectives that most people would refer to as 'conservative' just don't get an airing."

mainly as an outlet for conservative views on national affairs as well as on philanthropy, the organization will be primarily concerned with subjecting foundation giving to greater scrutiny, according to Mr. Lenkowsky.

"The *effectiveness* of philanthropic support is the issue

Continued on Page A74, Column 1



EDWARD W. SOUZA, STANFORD UNIVERSITY

Stanford U.'s Donald Kennedy: "Everybody is running hard to stay even—that's the gut problem in the economics of higher education today."

campaign to raise $300-million. Next month, the Massachusetts Institute of Technology will announce a capital campaign to raise $550-million. In December, Washington University in St. Louis will conclude a campaign that thus far has raised $553-million, and Columbia University will complete one that has raised over $549-million.

Several major public institutions this year will begin their first capital campaigns ever—all with goals of $100-million or more. The University of Arizona is expected to announce its first campaign in November; in the same month, the University of California at Berkeley will begin the public phase of a drive to raise more than $320-million. The Universities of Colorado, Florida, South Florida, Kansas, Wisconsin, California at Irvine; and Michigan State and Wichita State Universities all will enter the "private," planning phases of their first capital drives this year, with preliminary goals of at least $100-million.

Those institutions will join scores of other public universities that have, over the past two years, begun their first major capital campaigns, some with extraordinary goals. The University of California at Los Angeles is seeking to raise $300-million; Indiana University, $203-million; the University of Iowa, $150-million; the University of Michigan, $160-million; the University of Minnesota, $300-million; the Ohio State University, $350-million; the University of Oklahoma, $100-million; Pennsylvania State University, $200-million; Rutgers University, $100-million; and the University of Utah, $150-million.

Officials at public universities say that private contributions are needed not only to enhance their programs but to help support their operations as well. "The mix of government and private support here is almost the same as at private universities," says Marion B. Peavey, vice-president for development and university relations at the University of Virginia.

Most fund raisers at private institutions now acknowledge that the entry into big-time fund raising by public universities has not been the threat they had feared a few years ago. "A rising tide lifts all boats," says Roger F. Olson, senior vice-president for university relations at the University of Southern California.

SMALLER COLLEGES, which used to conduct campaigns once every 10 to 12 years, now are mounting capital fund-raising efforts every 6 to 8 years, experts say. Their goals, too, are skyrocketing: In June, DePauw University, which has an enrollment of 2,300 students, completed a campaign that began with a $90-million goal, shifted to a $100-million goal, and ended by raising $122-million. This fall, Davidson College, which has an enrollment of 1,200, will begin the private phase of a campaign with a preliminary goal of $150-million.

The sizes of campaign goals have led to charges by some well-placed critics—including Education Secretary William J. Bennett and House Ways and Means Chairman Dan Rostenkowski—that colleges are more greedy than needy.

As a result, one revenue-raising idea that surfaced on Capitol Hill this summer would impose a 5-per-cent tax on university endowment income. Such a measure would "strongly discourage" private contributions to endowments—a leading component of most modern campaigns, says Stephen W. Roszell, vice-president for alumni and development at the University of Minnesota.

Fund raisers concede that they are working harder to make their case with major donors. "If someone gives you $10-million, you'd better have some pretty compelling rea-

Continued on Page A75, Column 1

the theory that there is a place in the market for new and good ideas."

The Bradley Foundation started out as the corporate-giving arm of the Allen-Bradley Company, established by the brothers Lynde and Harry Bradley. When that business was acquired by Rockwell International Corporation in 1985, the philanthropy—which received a large share of the proceeds—was reshaped as a national foundation and re-named for the brothers. According to its guidelines, the foundation supports, among other things, "scholarly activities investigating the moral, cultural, intellectual, and economic roots of the institutions that form a free society." It has assets of $390-million and will make grants this year totaling $23-million.

The Bradley Foundation and many of the other grant makers described as conservative have programs of general support for colleges and universities, often with a regional bias. Much of the grant money that higher education receives from such foundations, however, is to support work on policy issues.

Mr. Lenkowsky predicts that in the year ahead the themes that will emerge strongly as principal concerns of conservative-oriented foundations will involve "individual character," social welfare, and national defense.

"There is a lot of interest in what are called 'character issues,' the ways in which individual character and values are factors across a whole range of social problems and concerns—poverty, delinquency, education," he says. "What grant makers will begin to do is look for ways to translate insights into practical programs."

FOR ITS PART, the Institute for Educational Affairs will work with its members to try to develop such programs.

When the institute was founded—by, among others, William E. Simon, the former U.S. Treasury Secretary and longtime president of the John M. Olin Foundation, and Irving Kristol, one of the editors of *The Public Interest*, a conservative policy journal—it was seen by some observers as an attempt to coordinate conservative philanthropic resources in ways that would help achieve, says one, "a much bigger bang for the bucks." The institute never quite lived up to that expectation—it has been reorganized in recent years—but it did help provide both opportunities and leadership that enabled relatively small grant makers to be involved in larger trends in conservative philanthropy.

Now, through its Philanthropic Roundtable, it seeks to bring a new perspective to the discussion of issues in philanthropy, among them the slowdown in the rate of formation of new foundations.

"The liberal tradition of philanthropy sees the role of foundations as developing projects at the local level that are later translated into government programs," says Mr. Lenkowsky. "That's been the classic model of philanthropy. But recent studies have shown that one of the reasons people set up foundations is their strong belief in seeing things done in the private sector; they have a certain anti-government view, and are even suspicious of government.

"Well, if in fact the dominant view in the field is that philanthropy is a kind of change agent, where ultimate virtue is to be found in creating a new government program, that's not going to rub off very well on the kind of people who are capable of setting up foundations. I think that's one of the reasons why we've seen a slowdown in the creation of new ones."

The Philanthropic Roundtable will also seek to influence thinking on the ways in which foundations and corporate grant makers can have greater impact on the issues in which they are involved. Its newsletter has featured Education Secretary William J. Bennett's views on what philanthropy can do to support education ("1. Remember elementary and secondary education"), as well as articles on the role philanthropy can play in helping the homeless, supporting the arts, and protecting the environment—while still supporting private enterprise.

Mr. Lenkowsky served briefly as deputy director of the U.S. Information Agency until, as one observer put it, he "took the fall" for its director, Charles Z. Wick, after the discovery of a "blacklist" of individuals who, because of their liberal politics, were not to be picked to take part in the agency's overseas lecture series. Mr. Lenkowsky maintains that he was the one who actually discovered the existence of the list.

Mr. Lenkowsky is eager to share his ideas on the role of philanthropy with respect to many issues—democracy, for one. "My hunch is that most people involved in philanthropy do not realize that there are constructive things they can do to help promote democratic organizations and initiatives in countries like Nicaragua and El Salvador," he says. "We are going to be telling people that there are things other than helicopter gunships that you can support if you are interested in bringing democracy to Central America.

"Right now we have this democratic initiative going on in Central America, and one of the key issues will be whether or not *La Prensa*, the opposition newspaper in Nicaragua, will be allowed to resume publishing, and whether or not the Catholic radio station there is going to start broadcasting again. There are ways and organizations—such as the National Endowment for Democracy—that can help American foundations provide assistance for those things. For American grant makers interested in doing something constructive about democracy in Nicaragua, these are opportunities to get on board, although my sense is that most people don't know that.

"My guess," adds Mr. Lenkowsky, "is that there is not another place in the philanthropic world where you would hear what I just said."

He says it was partly because views such as that could not get an airing at national meetings of the Council on Foundations that some conservative grant makers withdrew from that organization. Mr. Lenkowsky was a top official of the Smith Richardson Foundation in 1983 when, at the council's annual meeting, he complained about this state of affairs. "We see less and less interest in having views like ours heard at meetings like this," he said. His foundation soon dropped out.

Many other conservative foundations left the council when acceptance of its guidelines on practices—including a commitment to affirmative action in grant making—became a requirement for membership.

For such grant makers, the new Philanthropic Roundtable represents an opportunity to again take part in debate on their field.

"I see this as an opportunity to form another kind of network," says Jack Brauntuch, executive director of the J. M. Foundation, established by Jeremiah Milbank in 1924. "My hope is that it will foster discussions that focus on issues and ideas, and not on 'us' and 'them.' "

The Council on Foundations has officially welcomed the new group and helped publicize its existence. Many of the council's members, including the Joyce Foundation of Chicago, have joined the roundtable.

"I see this as an effort to push donors to think more about what they stand for, to sharpen their ideas," says Craig Kennedy, president of the Joyce Foundation, which, is not generally described as being either conservative or liberal. "I feel strongly that a foundation should stand for something—not for a moral or political reason, but to be more effective. When you have a philosophy behind your giving, you can make choices in a more definitive way."

Says Mr. Lenkowsky: "There are many things that we feel we can inject into the debate on philanthropy that simply aren't there now. We're interested in improving the dialogue in organized philanthropy, and in working to make it a better field. That's our agenda."

Colleges' Fund-Raising Drives: Bigger, More Sophisticated

Continued from Page A73

sons for going back two years later and asking for more," says Jake B. Schrum, vice-president for development at Emory University.

Many longtime fund raisers, such as Lehigh's Mr. Franz—who has been raising money for his university for 44 years—say that the need has never been greater. Most colleges list student aid, faculty salaries, and technological equipment as their most pressing priorities.

"Everybody is running hard to stay even—that's the gut problem in the economics of higher education today," said Donald Kennedy, president of Stanford, in announcing his university's campaign.

"Federal participation is conspicuously off—both in terms of investment in capital resources for doing modern research and in terms of investment in the human resources that come to us for training," he said. "So we are doing exactly what you would expect us to do, and exactly what we are asked to do from time to time by members of this Administration, namely, turning to private sources."

If the stakes are higher, so are the goals. "You're not in the major leagues if your goal is under $100-million," says William P. McGoldrick, vice-president for institute relations at Rensselaer Polytechnic Institute.

"There's an attitude: By God, if Princeton went for it, so will we," says one consultant. A case in point: When the University of Pittsburgh launched its first major capital campaign in June, its $225-million goal was just above the $200-million goal set by its hometown competitor, Carnegie Mellon University.

Some experts fear that one-upmanship will force some fund raisers to set aside their better judgment when setting campaign goals. "Woe be to the fund raiser who wants to set a goal that is less than the competition's," says Gary A. Evans, vice-chancellor for development and university relations at the University of North Carolina at Chapel Hill. "He can find his job on the line."

AS CAMPAIGNS have generated higher and higher goals, some colleges are struggling to achieve them. However, "progress" reports on campaigns rarely suggest a lack of it.

Because failure is unacceptable, some colleges have extended their campaign deadlines to reach their goals. Others have resorted to what fund raisers call "funny accounting." Fund raisers say they have heard of instances of the following in capital-campaign totals:

- Income from contract research conducted for corporations, counted as corporate giving.
- Restricted gifts, counted as part of the annual operating or unrestricted fund.
- Among public universities, the money automatically received from the state each year for each student enrolled, counted as student aid.
- Undocumented pledges, counted to meet overall campaign goals.

The goals have grown so large, and accounting practices so liberal, that experienced fund raisers tend to discount most announced campaign achievements. "We are facing a credibility issue with these big campaigns," says Martin Grenzebach, a fund-raising consultant.

A good portion of the money counted in some campaign totals would have been raised without a capital drive. Stanford fund raisers, for example, acknowledge that they would have raised $585-million of the $1.1-billion they are seeking even if they had not been in a campaign, and they reported that expectation when the university announced its campaign. At other colleges, less than one-third of the campaign goal will be in "new money," according to Mr. Grenzebach.

Some other colleges with ambitious campaigns are enjoying success surpassing their wildest dreams. Two years into its first capital campaign, a four-year effort to raise $100-million, the Georgia Institute of Technology met its goal and raised it to $145-million—only to meet the second goal a year later. The institute's trustees are considering raising the goal again.

The University of California at Los Angeles and Pomona College have also raised their goals, while Boston University and the University of Miami are considering such measures.

At New York University, which is seeking to raise $1-billion by the year 2000, the pace of fund-raising is accelerating far more rapidly than expected. "We are on a roll," says Naomi Levine, vice-president for external affairs. "We even held $10-million out of this year's total, so we can count it for next year."

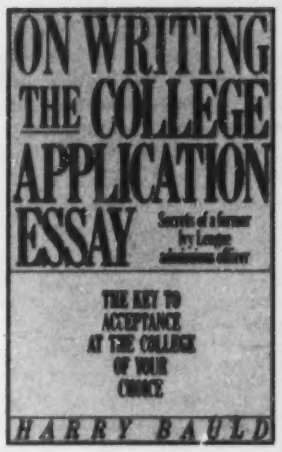
SOME COLLEGES are running campaigns without announcing them. The University of Virginia, for example, has an "ongoing development effort" with a five-year goal of raising $350-million. Mr. Peavey, the vice-president for development, concedes that the effort has the

Continued on Following Page

HELP YOUR STUDENTS PREPARE:
Their college application essays

DON'T write about your Favorite Things (puppy dogs, freedom and Mrs. Field's cookies), your Athletic Career ("Through wrestling I have learned to set goals and to work with people") or Pet Death ("As I watched Buttons' life ebb away, I came to value . . .") DO learn to write informally, personally. Write something only you could write—and make it entertaining!

That's the advice of Harry Bauld, who has served as an admissions officer at Brown and at Columbia. In his book, *On Writing The College Application Essay*, he explains in detail how to catch the attention of the overworked people who read application essays, and how to make the kind of impression that will get students in!


ON WRITING THE COLLEGE APPLICATION ESSAY
Secrets of a former Ivy League admissions officer
THE KEY TO ACCEPTANCE AT THE COLLEGE OF YOUR CHOICE
HARRY BAULD

$6.95 paperback

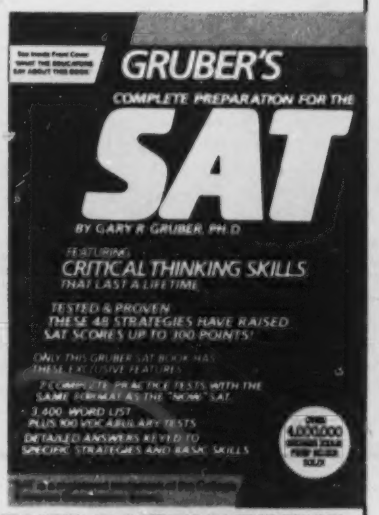
Their SATs

This is by far the best SAT preparation book on the market, the book preferred by students and school systems throughout the country. Gary Gruber has developed strategies that can raise SAT scores by as much as 300 points, and his approach to learning and reasoning offers skills that last a lifetime.

"Probably the most scholarly, useful, and complete work of its kind now on the market."

—Henry Lewenberg, Chairman, English Department, Channel Island High School, Oxnard, CA

"Gary Gruber is the most prominent guru of SAT preparation." —*Chicago Tribune*


GRUBER'S
COMPLETE PREPARATION FOR THE
SAT
BY GARY R. GRUBER, PH.D.
FEATURING
CRITICAL THINKING SKILLS
THAT LAST A LIFETIME
TESTED & PROVEN
THESE 48 STRATEGIES HAVE RAISED SAT SCORES UP TO 300 POINTS!
ONLY THIS GRUBER SAT BOOK HAS THESE EXCLUSIVE FEATURES
2 COMPLETE PRACTICE TESTS WITH THE SAME FORMAT AS THE "NEW" SAT
3,400 WORD LIST PLUS 100 VOCABULARY TESTS
DETAILED ANSWERS KEYED TO SPECIFIC STRATEGIES AND BASIC SKILLS
4,000,000

$8.95 paperback

BARNES & NOBLE BOOKS
Harper & Row

CERTIFICATION
of Home Economists

MORE THAN 11,000 HOME ECONOMISTS RECOGNIZE AND SUPPORT THE NEED FOR QUALITY AND HIGH STANDARDS IN THEIR PROFESSION. THEY ARE CERTIFIED HOME ECONOMISTS.

CHARTERING IS A ONE-TIME OPPORTUNITY TO RECOGNIZE THE PROFESSIONAL COMPETENCE AND EXPERIENCE OF CURRENT PRACTITIONERS IN THE FIELD.

THE CHARTERING PERIOD EXPIRES OCTOBER 31, 1987. JOIN THESE PROFESSIONALS BY APPLYING FOR CERTIFICATION NOW.

TO APPLY TO BECOME CHARTERED AS A CERTIFIED HOME ECONOMIST, ACT TODAY!

CONTACT the Office of Professional Education at AHEA
2010 Massachusetts Avenue, N.W., Washington, D.C. 20036-1028 (202) 862-8333.

THE YEAR AHEAD

Fund Drives Get Bigger and Broader: 65 College Goals Top $100-Million

Continued from Preceding Page

characteristics of a capital drive. "I wanted a little flexibility," he explains. "So we didn't call it a campaign."

The changing structure of campaigns is causing many colleges to lengthen their drives' private phase, which precedes the official announcement of a goal. Mr. Grenzebach, who now serves as a consultant to the University of Illinois, says securing each gift of $100,000 or more for the institution's last campaign required an average of seven to nine visits with the donor over a two-year period. Since the university was cultivating 300 major donors, that added up to approximately 2,400 personal calls. Fund raisers and other university officials had to make a substantial portion of those visits before they could announce the campaign's goal.

"That took time," says Mr. Grenzebach.

Ultimately, 129 donors gave 99.6 per cent of the $132.4-million raised in the Illinois campaign, reflecting a nationwide trend of fewer donors' giving a larger proportion of campaign totals. Whereas 80 per cent of a campaign's gift totals used to come from 20 per cent of the donors, fund raisers estimate that this year 95 per cent of the money raised will come from 5 per cent of the benefactors.

As the structure and function of campaigns have changed, the term "capital campaign" itself has become a misnomer. Among fund raisers, the term is fast giving way to the "comprehensive," "mega-," or "wall-to-wall" campaign. Mostly, people refer simply to "the campaign."

A campaign's pace is now seen as being as important as the actual dollars it is raising. The reason: Consider a $100-a-year donor who makes a $5,000 campaign pledge and pays it off at $1,000 a year. As he does so, he becomes accustomed to a higher level of annual giving. After the pledge is paid off, chances are good that the college can convert the capital gift to an annual gift.

At Columbia University, fund raisers will seek to maintain the momentum generated by their campaign after it ends in December, and will not reduce the size of their fund-raising staff. There, annual cash receipts from all types of gifts have more than doubled during the past five years, from less than $50-million in 1981-82 to $105-million this year.

At Stanford, the pace is fastest of all. The university is averaging $13.5-million in gifts each month, or $1-million every other day.

BURR GIBSON, A CONSULTANT, says colleges are relying too heavily on private fund-raising efforts to balance their budgets. He says they should be working harder to cut costs.

In fact, capital campaigns this year will "play a growing role in colleges' long-term planning," says the University of Southern California's Mr. Olson. For the second time in a decade, U.S.C. is conducting a mega-campaign, this time a five-year drive to raise $557-million; in July it passed the halfway mark on schedule, with $284.4-million raised.

To prepare for a campaign—and to persuade donors to invest in their cause—colleges must evaluate the quality of their financial management and other strengths and weaknesses, says Mr. Olson. That evaluation will lend focus and energy to planning processes. And it will force the college to make tough decisions about their fund-raising—and therefore budget—priorities; to set goals and deadlines; and to open dialogue among administrators, faculty members, and trustees.

Conversely, vastly improved long-range planning will affect the purposes for which colleges are raising money. "All dollars are not created equal," says Rick Nahm, vice president for development and alumni relations at the University of Pennsylvania. Mr. Nahm says "needs-driven" campaigns that are based on good strategic plans will be far more successful than "donor-driven" campaigns, which are based on what fund raisers believe they can raise from donors.

Mr. Nahm points to such small colleges as Birmingham-Southern, Centre, Millsaps, and Rhodes, and Nebraska Wesleyan University as examples. "It's no accident that these are some of the most exciting institutions around today," he says. "The campaigns growing out of their strategic plans are making it possible for these schools to move up."

NEW AND SOPHISTICATED fund-raising techniques are also said to be driving goals higher.

► Fund raisers are conducting

FACT–FILE

Capital Campaigns to Raise $100-Million or More

	Goal	Public announcement	Scheduled completion date	Gifts and pledges as of June 30, 1987
Stanford University	$1,100,000,000	February 1987	October 1991	$ 372,000,000
University of Southern California	557,000,000	July 1984	July 1990	284,434,000
Columbia University	500,000,000	November 1982	December 1987	549,175,000
Johns Hopkins University	450,000,000	September 1984	December 1989	361,841,000
University of Miami	400,000,000	December 1984	December 1989	338,879,000
Ohio State University	350,000,000	May 1985	July 1990	234,258,000
New York University*	325,000,000	September 1984	August 1990	212,400,000
University of California, Los Angeles	300,000,000	November 1984	December 1988	248,211,000
NY Hospital-Cornell Medical Center	300,000,000	July 1982	December 1987	272,636,000
University of Minnesota	300,000,000	April 1986	June 1988	264,674,000
University of Notre Dame	300,000,000	May 1987	December 1990	216,815,000
Washington University (Mo.)	300,000,000	May 1983	December 1987	553,100,000
Columbia-Presbyterian Medical Center**	245,000,000	October 1985	December 1990	177,168,000
Tufts University	250,000,000	March 1987	March 1992	55,153,000
University of Pittsburgh	225,000,000	June 1987	June 1992	90,000,000
Indiana University	203,000,000	October 1985	June 1990	178,500,000
Boston University	200,000,000	October 1984	April 1989	172,300,000
Brandeis University	200,000,000	November 1986	June 1991	77,685,000
Carnegie Mellon University	200,000,000	April 1986	July 1991	99,342,000
Duke U. College of Arts and Sciences	200,000,000	December 1984	December 1989	105,000,000
Pennsylvania State University	200,000,000	September 1986	June 1989	144,800,000
Yeshiva University	193,000,000	July 1984	June 1988	153,000,000
Harvard University Medical School	185,000,000	October 1986	December 1991	80,000,000
Baylor University	170,000,000	January 1984	December 1992	51,000,000
University of Michigan	160,000,000	October 1983	December 1987	163,719,000
U. of Chicago C. of Arts and Sciences	150,000,000	April 1983	December 1987	128,500,000
University of Iowa	150,000,000	May 1987	December 1989	55,000,000
University of Utah	150,000,000	May 1987	June 1990	91,684,000
Georgia Institute of Technology	145,000,000	March 1984	June 1988	146,726,000
Pomona College	130,000,000	October 1982	June 1988	98,154,000
Brown University	125,000,000	February 1987	June 1989	53,503,000
Smith College	125,000,000	February 1987	December 1989	62,520,000
DePauw University	100,000,000	April 1983	June 1987	121,614,000
Mount Holyoke College	100,000,000	September 1986	December 1991	44,700,000
University of Oklahoma	100,000,000	November 1986	December 1990	40,200,000
Pace University	100,000,000	September 1987	December 1995	13,000,000
Pepperdine University	100,000,000	May 1984	December 1989	87,400,000
Rutgers University	100,000,000	November 1986	June 1990	75,618,000

* Goal represents the first phase of a three-phase campaign to raise $1-billion by the year 2000
** $135-million of goal also counts toward Columbia University's campaign for $500-million

TELEPHONE SURVEY BY THE CHRONICLE

much more research on prospective donors. Many are beginning to keep track of young alumni who start their own businesses.

► Colleges are packaging their needs more skillfully. A donor who would not want to contribute to the political-science department might be enticed into endowing a new center for public-policy studies.

► Campaign brochures are becoming slicker and their slogans more direct. "Many of the more sophisticated colleges now are opting for simplicity, as in: 'The Campaign for Dartmouth,' " says Bernice Thieblot, a consultant.

This year professional fund raisers—as opposed to trustees and volunteers—will conduct a far greater share of major-gift solicitations. When a campaign goal is set at more than $100-million, there is "instant recognition" that the job can no longer be done entirely by trustees and other volunteers, says Norman S. Fink, deputy vice-president for development and alumni relations of Columbia University.

He says more staff work has become necessary as planned gifts—bequests, trusts, life-income contracts, and gifts of property and insurance—have accounted for growing proportions of campaign totals, often a third or more of the goal.

The trend toward planned gifts does present some drawbacks, however. The majority of such gifts do not come to the college or university for 10 years or more, thus delaying the benefits of the campaign. In addition, fund raisers say deferred gifts make it too easy to back off from a request for cash.

Fund raisers also worry that even as life expectancies are going up, many colleges are lowering the age at which they will count the expected value of a bequest in their campaign totals. Where earlier campaigns counted only documented bequests from donors aged 75 or older, this year the University of Florida, for example, will count bequests documented by people aged 65 and up.

While top volunteers play a critical role in helping colleges begin and build relationships with major donors, it takes professionals to "unravel a donor's assets and construct an imaginative major gift," says Mr. Fink. For example, part of one $5-million gift to Columbia's campaign entailed liquidating the assets of a private foundation into cash and marketable securities. The balance of the gift came in the form of two gift annuities—one for a single-life and one for a two-life expectancy—constructed from stock in a closely held real-estate company.

A shortage of top volunteers who are capable of looking top prospects in the eye and asking for million-dollar gifts is also leading to an increased staff role. Officials at Princeton University estimated that they had only four "truly effective" volunteer solicitors at the start of the recent campaign that raised $410-million for the university, and about ten when it finished.

"This is a very significant increase—and, to me, probably the best thing to come out of this campaign," said Robert P. Roche, a fund-raising consultant to the university, in a book Princeton published about its campaign.

But many fund raisers see the growing staff role in major-gift solicitations as a bad development. "It has become harder and harder to attract top volunteers to solicit major gifts. Fewer of them seem to have the time," says one consultant.

Colleges no longer are organizing armies of volunteers to personally solicit large numbers of alumni for smaller gifts. Instead they are turning to telephone solicitation as a more cost-effective method of generating broad alumni participation in their campaigns. Sometimes they are turning the management of such efforts—often called phonathons—over to commercial telemarketing companies.

But some experts think phonathons—with the possible exception of those in which students do the asking—generate more ill will than cash support among alumni. "Phonathons are offensive and expensive," says one.

AS BIG AS CAPITAL CAMPAIGNS have become, experts think that gift income is holding steady as a portion of university budgets—at about 15 per cent for private and 5 per cent for public universities that have full-scale fund-raising operations in place.

But fund raisers are quick to add that those figures understate the importance of the money raised. A large portion of university revenues comes in the form of fees for services. Capital campaigns, on the other hand, bring in money that enables a college to make improvements.

While capital campaigns have become the engines that today are driving fund raising in higher education, experts say much more than money is involved.

"What's at stake is the status of the university—within higher education and outside, as well," says Mr. Fink of Columbia. "Today a campaign presents a significant opportunity to redefine a college's stature, as well as its mission and purpose."

BRAKELEY, JOHN PRICE JONES, INC.

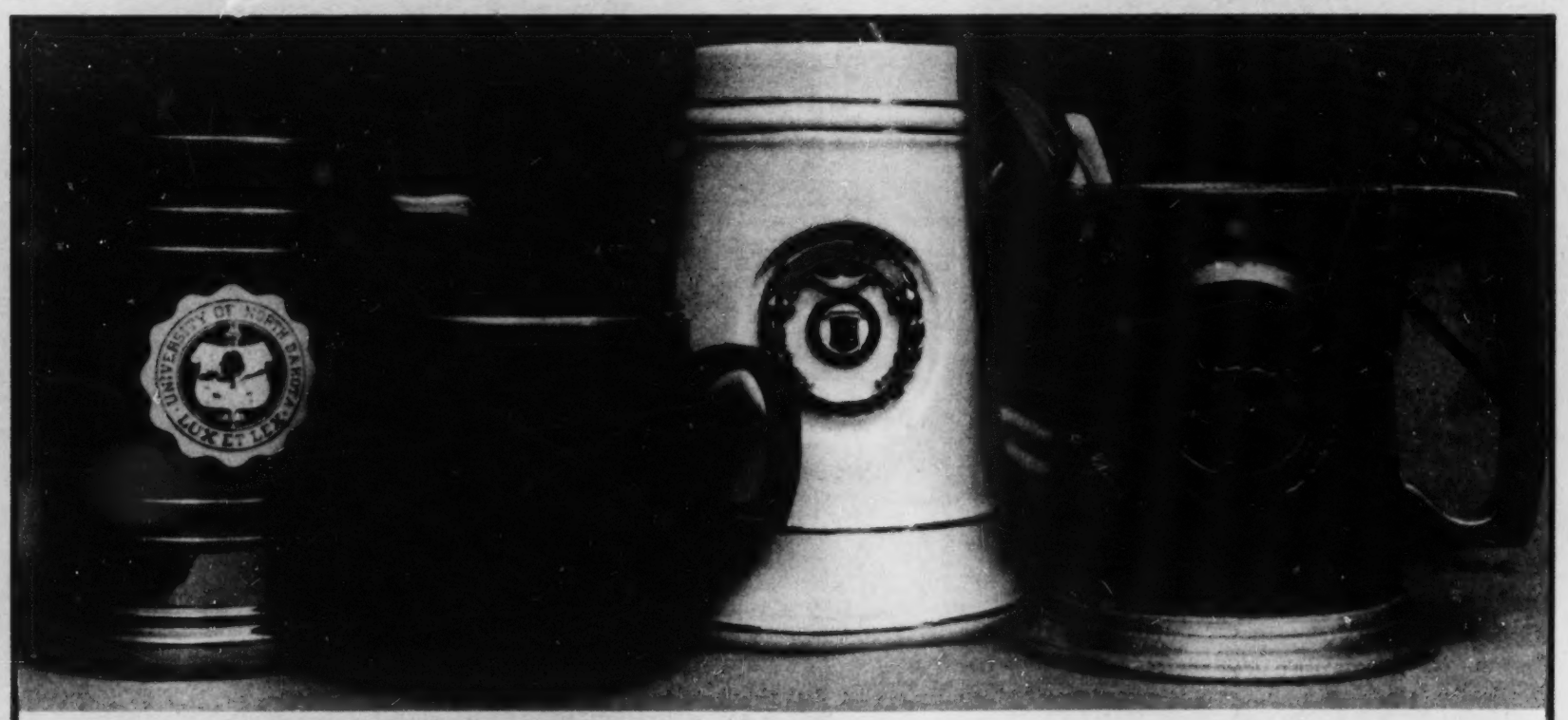
Fund raiser George Brakeley, III: "A sense of optimism has replaced the panic that was everywhere a year ago."

JOE PINEIRO, COLUMBIA UNIVERSITY

Norman Fink of Columbia University: "A campaign presents an opportunity to redefine a college's stature."

UNIVERSITY OF SOUTHERN CALIFORNIA

Roger Olson of the U. of Southern California: Capital campaigns will "play a growing role in long-term planning."



You Can't Judge a College by its Mug.

Over 125 colleges have installed our administrative management software. The variety of mugs in our collection does not begin to tell you about the unique needs we have met for each client.

Whether it is a:
- traditional liberal arts college with a unique calendar pattern,
- community college system communicating with a central host,
- work/study program sprawling over a 28,000 acre campus, or
- departmental application in a university setting;

CMDS can help you manage the information you need to make effective administrative decisions.

CMDS

COMPUTER MANAGEMENT & DEVELOPMENT SERVICES
P.O. Box 1184, Harrisonburg, VA 22801 800-826-8726 In Virginia: 703-434-5499